

# The Influence of Competencies and Work Environment on the Performance of Social Care Workers

Lukertina Lukertina\*, Lisnatiawati Lisnatiawati  
 Faculty of Economic and Business  
 Universitas Mercu Buana  
 Jakarta, Indonesia  
 \*lukertina.sihombing@mercubuana.ac.id

**Abstract**—Competence is needed by employees in carrying out work. Human resources have a very important position considering that it is very much influenced by the quality of human resources that competencies and work environment need to be considered to improve employee performance. And this research was conducted with the aim to determine the effect in social organizations in Tangerang. Data was collected via survey questionnaire from related literature to 70 respondents. The data analysed using structural equation modelling via Smart PLS. The results of the study showed that the competency had a significant positive effect on employee performance, the work environment had a significant positive effect on employee performance.

**Keywords:** work environment, competence, employee performance, social care workers, social care foundation

## I. INTRODUCTION

Work environment and competence are things that must be considered in improving employee performance. The physical and non-physical work environments affect the interaction between individuals and the organization where they work. On the other hand, competence is the main variable that must be owned by an employee in carrying out work. Competence helps employees to complete their work in accordance with predetermined targets [1]. Besides the two variables above, job satisfaction also determines the success of efforts to improve employee performance. Job satisfaction is related to employees' feelings and perspectives on their work. Job satisfaction affects morale, dedication, attachment, and discipline of employees. Morality, dedication, attachment, and discipline determine the quality of employee performance [2].

The success of this vision is determined by human resources who have good quality performance, responsible, and competent. Social institution foundations certainly need to be supported by human resources who have good quality performance, are responsible and love their work and are competent to achieve the organization's vision, but what happens now is that the performance of the employees has not given maximum results, there are still many behaviours and employee attitudes that do not reflect responsibility, loyalty and discipline in work. Based on the results of a survey in the Human Resources Development (HRD) section that the social

care institution conducts performance appraisals in order to find out and measure employee performance as a consideration for the extent to which employee performance brings the organization and is carried out periodically every year.

The performance appraisal method used carries a 360 degree method where the performance of an employee is assessed based on feedback from everyone who has a working relationship with him such as a boss, co-workers and subordinates. The following Criteria for Quality Realization include:

TABLE I. CRITERIA FOR QUALITY REALIZATION VALUE

Value	Information
91-100	Very good according to standards, consistently, loyal and take the initiative towards a better one
81-90	Good according to standards, consistent continuously
71-80	Pretty good according to the standard and consistent
61-70	Average standard and less consistent
≤ 60	Below the standard

Social institution foundations can see that employee performance in 2016 decreased by 26 employees. In 2017 the performance of the Employee of the Social Care Foundation, seemed to decline by 34 employees with a percentage level of 47.9% of the total employees of 71 employees. This cannot be allowed continuously and must be further enhanced in accordance with the objectives of the Foundation who want to have good, competent and reliable human resources at work.

TABLE II. KEY PERFORMANCE INDICATOR DATA

Value	Predicate	Number of employees			
		2016	percentage	2017	percentage
91-100	Very Good	2	1,50%	1	1,40%
81-90	Good	10	14,70%	8	11,30%
71-80	Well	13	19,10%	13	18,30%
61-70	Ordinary	18	26,50%	15	21,10%
≤ 60	Not Good	26	38,20%	34	47,90%
Total		68	100%	71	100%

Physically the working environment at the social care institution foundation is very beautiful and comfortable and can

even be said to have complete and well-organized work facilities. There is another thing that makes employee performance decrease is the work atmosphere that most employees are more concerned with self-interest, thus creating a communication and interaction relationship between employees who are less harmonious, lack of recognition and fairness from superiors towards the work of employees and also too noisy environment.

This is also supported by several previous studies related to the influence of work environment, competence and job satisfaction on employee performance. Research conducted by Yuliana et al shows that the work environment has a significant positive effect on performance [3]. The results of Arnu's study show that competency has an effect of 21.41% on employee performance [4].

## II. LITERATURE REVIEW

According to Dessler human resource management is the process of obtaining, training, evaluating, and compensating employees, and for managing their work relations, their health and safety, and matters relating to justice [5]. Management involves 5 functions: planning, organizing, staffing, leadership, and control. Sedarmayanti stated that performance refers to the work results/processes of an organization as a whole, where the work results must be provable and measurable (compared to predetermined standards) [6]. According to Hasibuan, performance is the result of work that is determined by skill, experience, sincerity, and time [7]. Sutrisno stated that performance is the work that is determined by the work attitude [8]. According to Mangkunegara, the term performance comes from the word job performance or Actual Performance (work performance or actual achievement achieved by someone) [9]. The definition of performance is the quality and quantity of work in accordance with the tasks and responsibilities. It can be concluded that performance is a person's ability to complete tasks based on abilities and skills.

Mangkunegara defined that the competence of human resources as knowledge, skills, abilities and personality characteristics that affect performance [9]. It is a basic characteristic of a person who influences the way of thinking and acting, generalizes all situations faced, and survives in humans. Competence is the characteristic that underlies a person to achieve superior performance. Competence refers to the performance of someone to work and produce the correct output. Competence can be interpreted as a person's expertise or excellence that can be seen from good thoughts, attitudes, and also behaviours. Kasmir revealed that an organization wants human resources to work and produce the right output [10]. Employees are equipped with the abilities and expertise that are in accordance with the field of work. In addition to competence, the important thing that must be considered so that someone can work and produce the right output is supervision. Hasibuan stated that competence is knowledge, skill, and attitude needed in carrying out work related to improving individual or team performance [7]. The results of the Untari study [1], Fadillah et al [11], and Wijayanto and Dotulong showed that the competence had a significant effect on Employee Performance [12]. From some of these opinions it can be concluded that there is a relationship and influence

between Employee Competence and Performance. So, the relationship between variables is:

H2: Competence affects employee performance.

Sunyoto stated that the work environment is an important component of work [13]. A good work environment can improve performance. Robbins and Coulter stated that the work environment is factors and strengths from within and outside the organization [14]. From the description above, it can be concluded that the work environment is everything that is around the employee at work that affects the psychology of the employees while working. Spencer and Spencer in Sutrisno stated that competence is a characteristic of ability in carrying out tasks and work that is shown through motives, traits, self-concept, knowledge and skills [8]. According to Sedarmayanti, work environment is the whole tool, material, environment where people work, methods, and work arrangements both as individuals and groups [6]. The results of the study from Prastyo et al showed that Work Environment had a significant effect on Performance [15]. In addition, research from Meirina and Fadillah at al showed that work environment, partially, did not significantly influence employee performance [11,16]. From some opinions above, it can be concluded that there is a relationship and influence between Employee Work Environment and Performance. So, the relationship between variables is:

H1: Work environment affects employee performance.

## III. FINDINGS AND DISCUSSION

The Smart PLS version 3.0 and two-step analysis approach as suggested by Gerbing and Anderson were adopted to analyse the data. According to Chin in Ghazali, indicators are said to have "good" validity if the value is > 0.70, while loading factors from 0.50 to 0.60 can be considered "moderate" [17]. Based on these criteria, loading factors below 0.50 will be removed from the model. For all, the item loading exceeded the recommended value 0.6. The factor loadings, composite reliability and average variance extracted were indicator used to assess the convergent validity. As shown in Table 3.

TABLE III. FACTOR LOADINGS AND RELIABILITY

Loading $\alpha$		CR	AVE	Cronbach $\alpha$
C.1	0,475	0,871	0,433	0,834
C.3	0,651			
C.4	0,683			
C.5	0,634			
C.6	0,666			
C.7	0,683			
C.8	0,787			
C.10	0,719			
C.11	0,574	0,785	0,560	0,597
E.3	0,512			
E.6	0,854			
E.7	0,830			
EP.1	0,846			

Table 3. Cont.

	Loading $\alpha$	CR	AVE	Cronbach $\alpha$
EP.2	0,544	0,874	0,438	0,837
EP.3	0,629			
EP.4	0,608			
EP.5	0,611			
EP.6	0,673			
EP.7	0,688			
EP.8	0,704			
EP.10	0,610			

Sources: results of data processing 2018

Discriminant validity, reflective indicators can be seen in cross-loading between indicators and their constructs. An indicator can be declared valid if it has the highest loading factor in the intended construct compared to loading factors to other constructs. Thus, latent constructs predict indicators on their blocks better than indicators in other blocks. Discriminant validity can be examined by comparing the square correlations between the constructs and the variance extracted for construct. As shown in Table 4.

TABLE IV. DISCRIMINANT VALIDITY (FORNELL-LACKER CRITERIUM)

	Competency	Employee Performance	Work Environment
Competency	0,658		
Employee Performance	0,688	0,662	
Work Environment	0,469	0,386	0,748

Sources: results of data processing 2018

Based on Table 4, it can be concluded that Adjusted R-square value is 0.461, which means that the variability of employee performance can be explained by competency and work environment variables is 46.1%, while the remaining 53.9% is explained by other variables not examined in this model. The estimated value for track relationships in the structural model must be significant. Significance values can be obtained through bootstrapping procedures. Hypothesis significance can be known from the value of the parameter coefficient and T-statistics significance value on the algorithm bootstrapping report. Significance can be seen from the T-table at alpha 0.05 (5%) = 1.96 and T-table compared to T-count (T-statistic).

TABLE V. R-SQUARE ADJUSTED

Variable Endogen	R-square Adjusted
Employee performance	0,461

Sources: results of data processing 2018

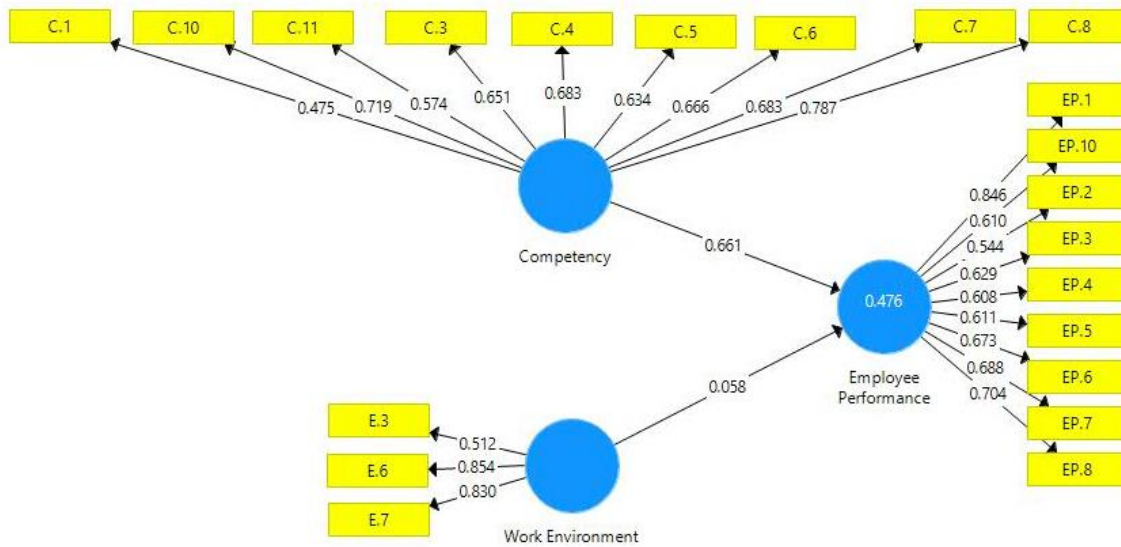


Fig. 1. The structural model.

**IV. CONCLUSION**

The work environment has a significant negative effects, the work environment cannot be used as a policy to improve employee performance. This is in line with the results of research conducted by Untari [1], Fadillah at al [11], Wijayanto

and Dotulong [12] which showed that competence had a significant positive effect on Employee Performance.

Competence has a significant positive effect on the Employee Institution's Social Performance. This shows that there is a need for policies on competency to improve employee performance.

This organization must improve the indicator "I am able to become a group leader in work" in Competence. If every employee is able to be responsible for his work either in groups or individually, then Competence or skills possessed by employees will increase, improve performance, and help the organization in achieving organizational goals. Organizations must create space that suits their needs so that they can create a good work environment and improve the indicator "I have enough space to complete work" in the perception of the work environment. A good work environment can create a comfortable working atmosphere so that employees will work better and improve their performance.

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